

CENTRAL INTELLIGENCE AGENCY

COUNTRY China

SUBJECT Layout of Locomotive Repair Yard/Administrative
 Organization of the Nanking-Shanghai Railroad
 System/Long, Chung Lai - 25X1aphic

NO. OF PAGES 4

PLACE
ACQUIRED

NO. OF ENCLS. 2
(LISTED BELOW)

DATE
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SUPPLEMENT TO
REPORT NO.

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SOURCE

1.

The yard was from two to four miles long and employed from two thousand to four thousand workers. The yard was constructed about 1943. Some of the machinery came from Japan but most of the machinery was removed from factories in Shanghai. Enclosure A is a freehand sketch of the factory with annotations on Enclosure B.

2. The managing director of the Nanking-Shanghai Railroad System had a line and staff type of organization. The staff consisted of a Control Group, Secretarial Group, and a Personnel Group. The line departments were Police, Operations, Business, Civil Engineering, Mechanical Engineering, Materials, Accounting, and Locomotive Repair Plant. (See paragraph 1 above) The directors of Operations, Business, and Mechanical Engineering worked closely with the Managing Director and were considered to be Assistant Managing Directors.
3. The Managing Director used a signature stamp for his orders. The department directors used stamps of a rectangular shape about one inch by two inches. The branch chiefs used a circular stamp about 1½" in diameter. The next lower level, section chiefs, used a stamp with an elliptical shape, about one by two inches. The information on the stamp was changed several times a year but the shape and size always remained the same.
4. The Police Department had subsidiary stations in Shanghai, Nanking, Chang Chow, and Hangchow and branches for Intelligence, Personnel, and Traffic and Transportation. This department was quite independent in its operations and few people knew how many employees it had.
5. The Operations Department also had subsidiary stations in Shanghai, Nanking, Chang Chow, and Hangchow, and branches for signals, passenger cars, traffic control, and station masters. There were from 50 to 100 personnel in each of the Operations Department subsidiary stations. Each station had sections for locomotives and freight. The Signal Branch had about 50 female office workers. The Passenger Car Branch had about one thousand employees and was responsible for passenger car condition and service. This branch had its own

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subsidiary offices in each of the four cities mentioned above. The Traffic Control Branch had about 50 employees. The Station Masters Branch had from 15 to 30 employees in each of the four major stations, about five to seven employees in each of the nine middle size stations and from three to five employees in each of the nine small size stations.

5. The Business Department had branches for Travel Aid, Restaurants and Dining Car Meals, Ticket Offices (including freight) and Advertising. This department was separated from the Operations Department in early 1947 to improve operations. Altogether there were about two hundred employees in the Business Department.
7. The Civil Engineering Department had about seven hundred employees. There were subsidiary stations in each of the four major cities for inspection and observation of track, bridges, ties and ballast. There were also branches for engineering, building, design, and repair.
8. The Mechanical Engineering Department had a total of about 25 employees and was considered ridiculous and unnecessary by the other department heads. The director of this department had considerable political influence and his position was considered a sinecure.
9. The Materials Department had about two hundred employees and was mainly responsible for the storage plants which were almost all in Shanghai.
10. The Accounting Department had about two hundred employees and was located in Shanghai.
11. In early 1947, the Locomotive Repair Plant was changed from a branch in the Mechanical Engineering Department to an independent department. In 1947 the director of the department was Long, Chung Lai - - - - -
12. Long, born about 1910, was educated in a Chinese University and in the US in 1945 to 1946. In 1946, he was employed by the Nanking-Shanghai Railroad System, and he became a protege of the managing director. Long was well qualified technically, but he was a sharp operator. He had an excellent appearance and always pleased his superiors. He was of medium build, wore glasses, and had a gold or silver front tooth. He was from North China and spoke in the Mandarin dialect. He also spoke fair English. He had a wife, one daughter and one son.
13. In 1948, Long went to Formosa as director of the Formosa Railroad Administration. When he left Shanghai, the Managing Director was quite upset and put detectives on his trail to make certain that Long took no other employees of the Nanking-Shanghai Railroad with him. In about 1951, Long was held responsible for a major railroad accident in Formosa and he returned to China as a major official in the Hong Kong railroad system.

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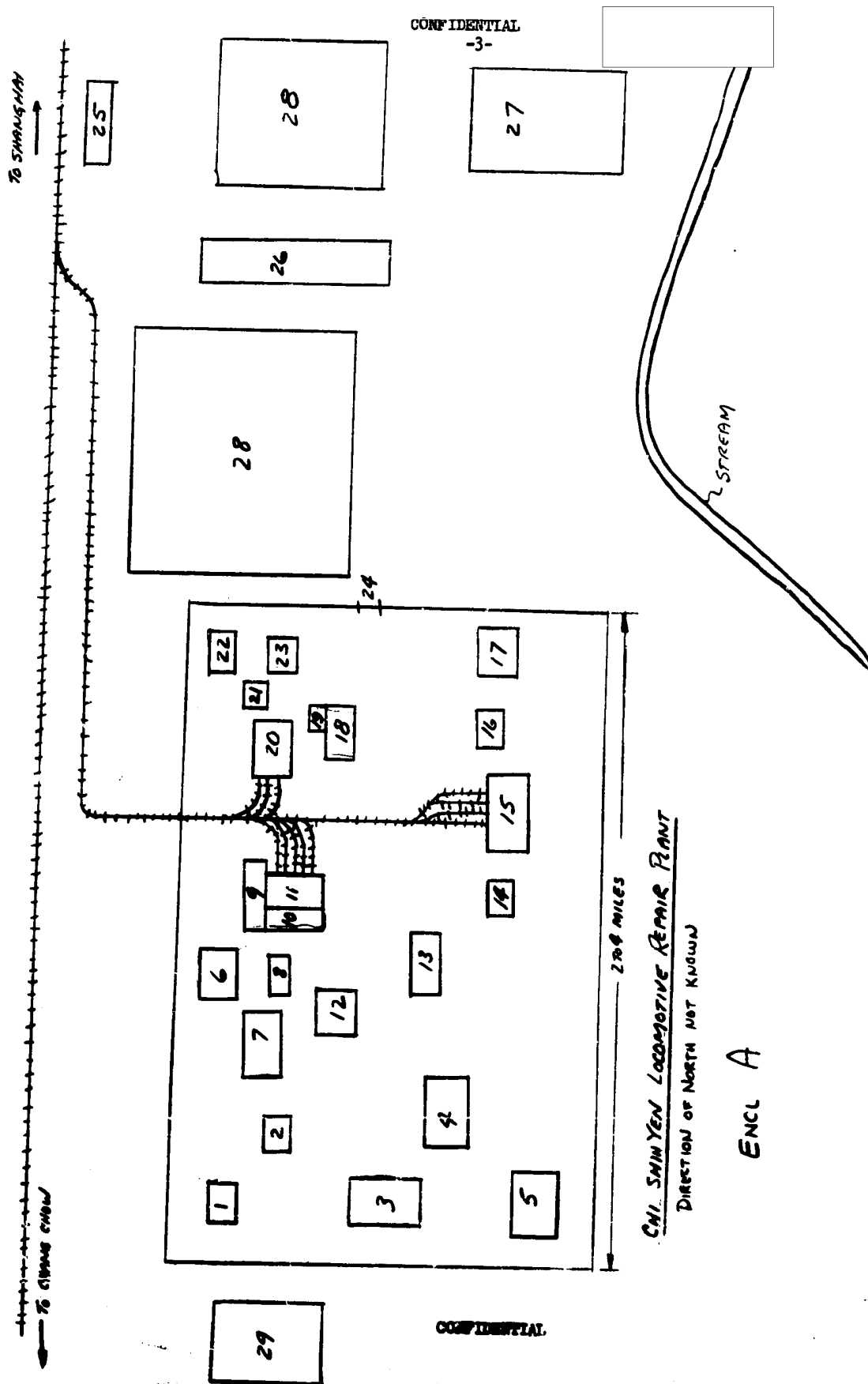
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ENCLOSURE - B

1. Carbide plant
2. Oxygen plant
3. Ice plant
4. Foundry, with two electric furnaces
5. Plant managers' residence and apartments for executives
6. Component repair shop, for items such as the air compressor and the air brake
7. New passenger car shop
8. Light machine shop
9. Boiler shop
10. Heavy machine shop
11. Open area for locomotive disassembly
12. Tool shop
13. Material control shop
14. Wire shop
15. Freight car repair shop
16. Material testing laboratory
17. Administration building
18. Screw and nail shop
19. Welding rod shop
20. Passenger car repair shop
21. Forging shop
22. Steam hammer shop
23. Rolling mill, producing mild steel bar in round and hexagon sections
24. Main entrance
25. Chi Shih Yen railroad station
26. Stores
27. Dormitory for staff
28. Housing for workers
29. Chi Shih Yen power plant.

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